



Our Army Vision

“A high performing work force of employees and contractors, with multiple and integrated skill sets, capable of adapting quickly to a changing Army mission, and competitive with the nation’s best.”

**Targeting the future to hire
professionals who seek to work with
only the best.**

“Diversity through opportunity....”



Growing Dissatisfaction with Current Personnel System

**Chief of Staff of Army
March 17, 1999 to HAC, (D)**
"We don't have a good system for right sizing the civilian work force. This is creating a train wreck 10 years from now. We must figure out a way to shape the force so that we bring in interns and we get it shaped properly"

**Senator Rudman & Hart
(February 2001)**

"The maintenance of American power in the world depends on the quality of U.S. government personnel, civil and military, at all levels, and calls for significant changes in government HR systems and practices."

**Vice Chief of Staff of Army
1999**
"The Civilian Personnel Program is broken and I can't fix it"

**Price WaterhouseCoopers
Awardment for the Business of Government
(January 2001)**

"Dramatic change is needed in the way the federal government recruits, retains, develops, and rewards its public servants. Currently view people as "costs" rather than "assets"

**The Heritage Foundation
(January 2001)**

"While the private-sector employers compete with HR innovations to attract and retain a competent workforce, the federal government is stuck with a personnel system more attuned to expectations from the early 20th century. It suffers from a rigid, one-size-fits-all national pay scheme that undercompensates some and overpays many."

Army's Civilian Personnel System

Antiquated Compensation System Dates to 1949
Complex Hiring Rules

98 days
Avg time to fill job = 60 days (GS-9 and above:
Makes us less competitive against private sector

**Defense Science Board
(February 2000 Report)**

"The American public is increasingly less involved and less inclined to service in the DoD. DoD does not have the authority and tools necessary to integrate the management of its human resources"

**OSD-Study - Strategic Assessment
Morale**

"Special study on OPTEMPO, recruitment/retention, and compensation"

**General Accounting Office (Testimony)
(February 2001)**

"There is a need to define the kind of workforce needed in the coming years so that when the future arrives, the right employees - with the right skills, training, tools, structures, and performance incentives - will be on hand. Comprehensive legislative reform will be necessary"

**Department of Commerce
(June 2000)**

"The need to broaden demonstration project authority to other organizations with the Department of Commerce that employ different occupational groups to product a Band-Aide approach to implement change"

Human Resources Management Council

"30% of the Federal employees will be eligible to retire in 5 years; 20% could seek early retirement. Lack of strategic planning to meet mission goals"

**U.S. Air Force Civilian Personnel
Management Improvement White Paper**

"The current personnel system does not allow effective movement to a more agile work force capable of easily adjusting to the dynamic changes in the labor market"

**Senator Voinovich: AUSA News
(December 2000)**

"This program, known as Civilian Personnel Management System XXI, will help determine desired hiring goals in the civilian workforce. In addition, the Army is also exploring continuing learning program that offers training for civilian workers to move into leadership positions."

**National Academy of Public
Administration
(July 2000)**

"Until more flexible, more merit based HR systems are available, it will continue to be difficult for the public sector to compete with the private sector for high-performing employees"



my employs civilians because the

- Permit military to perform military duties
- Possess needed skills
- Assure continuity of operations
- Integral part of the Army Team
- Support all components





Crisis in the Making

➤ Downsizing of 1990's Increased Average Age of Workforce

- ▢ Accessions greatly reduced
- ▢ Growing percentage eligible to retire
- ▢ 1st retirement wave begins FY03

▢ Competition for Human Capital Steep

▢ Diminishing pool

- ✓ Civilian Labor Force (CLF)
- ✓ Army

▢ Increased Demand

- ✓ Replace retirement wave of baby boomers
- ✓ Replace losses due to other attrition

▢ Recession ?



The Army Civilian Work Force

"I AM A CIVIL SERVANT. I AM A SOLDIER OF A DIFFERENT UNIFORM BUT NOT UNLIKE THE UNIFORMED SOLDIER THAT I DO SOLEMNLY ADVOCATE. I TOO PLEDGE ALLEGIANCE TO THE AMERICAN FLAG AND THE CONSTITUTION UPON WHICH IT WAS FOUNDED. I ALSO SWEAR UPON ENTERING OFFICE TO DEFEND MY COUNTRY AGAINST ALL ENEMIES, BOTH FOREIGN AND DOMESTIC, TO PROVIDE FOR THE COMMON DEFENSE, AND TO MAINTAIN AMERICA'S MOST TREASURED VALUES OF DUTY - HONOR - COUNTRY."

Civilians are central to the Army's institutional mission